



Ensuring Execution of Individual Development Plans

The Challenge

This Fortune 50 pharmaceutical company needed to accelerate development its future leaders and, in particular, ensure that they modeled the behaviors it expects of its leadership.

The development process includes a customized 360-degree feedback instrument, personal coaches, and the creation of individual development plans. The challenge was to ensure that these plans were executed and that the leaders took full advantage of the mentoring the company made available to them. The program designers recognized that far too often, individual development plans are never fully implemented.

The Goal

The goal was to accelerate leadership development by creating a process to stimulate execution of individual development plans and encourage a mentor-mentee relationship between future leaders and their personal coaches.

The Approach

Two groups of director-level managers were compared. Both completed the 360° feedback process, were assigned coaches and were encouraged to discuss their goals and efforts with their managers. One of the two groups was provided with access to *DevelopmentEngine*, a web-based follow-through management system similar to *Friday5s*, but configured specifically to support individual development efforts, coaching and mentoring.

The group that was given access to *DevelopmentEngine* was reminded of their development objectives by the system every three weeks for 15 weeks. Each reminder included a link to the website in which to update their progress, consult online development resources, and share their insights and challenges with their coaches and managers.

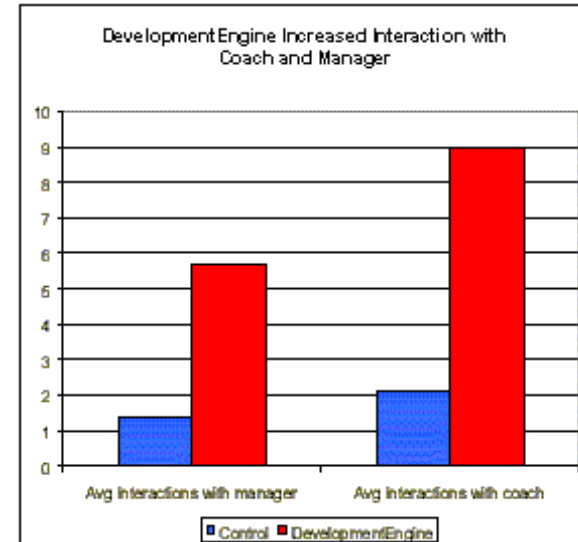
The other (control) group completed the same feedback and planning process and was encouraged to discuss their plans with their managers and coaches. At the end of four months, both groups were surveyed and the results compared.

The Results

DevelopmentEngine contributed positively to the development and mentoring process. The participants in the group that used *DevelopmentEngine* had, on average, more than twice as many interactions with their managers and coaches around their individual development plans and progress.

Every participant in the *DevelopmentEngine* group responded that the system had prompted them to have dialogues with their coach or manager and that it helped them stay focused on their continued development.

They agreed that it had facilitated their progress and highly rated both its value and ease of use. Over 80% wanted *DevelopmentEngine* made available to their direct reports to support their development.



The Follow-Through Difference

Too often, other more immediate business needs take precedence, and individual development plans are abandoned or ignored. By keeping developmental objectives top of mind and by facilitating on-going dialogue between leaders and their coaches and managers, *DevelopmentEngine* helps leverage the investment a company makes in its leadership development efforts and coaching and mentoring programs.

In the participants' own words:

- "An excellent prompt system. Brings discipline to the process."
- "Keeps you on track to carry out the actions agreed, otherwise they would be forgotten about."
- "The use of the *DevelopmentEngine* was excellent in the way that it forced you to stay focused on the commitments given in response to the 360 feedback."
- "I would not hesitate to use it again and would strongly recommend its continued use. Equally, it did not pose a significant time challenge."